



CONTRACTING WITH HUD

December 2003

Prepared by:

**Office of the Chief Procurement Officer
&
Office of Small and Disadvantaged Business
Utilization**

General Information about HUD's Contracting

What does HUD do?

The Department of Housing and Urban Development (HUD) is the Federal agency responsible for national policy and programs that address America's housing needs, improve and develop the Nation's communities and enforce fair housing laws. HUD's business is helping to create a decent home and suitable living environment for all Americans, and it has given America's cities a strong national voice at the Cabinet level. HUD's programs include:

- Providing mortgage insurance to help individuals and families become homeowners;
- Development, rehabilitation and modernization of the nation's public and Indian housing stock;
- Development of HUD-insured multifamily housing;
- Development, improvement and revitalization of America's urban centers and neighborhoods;
- Providing rental subsidies to lower-income families to help them obtain affordable housing; and,
- Enforcement of Federal Fair Housing laws.

HUD is assisted in carrying these various programs and in managing its own operations by a variety of independent contractors and vendors.

Who is responsible for awarding HUD contracts?

HUD's Chief Procurement Officer (CPO) has overall authority and responsibility for the Department's contracting activities. The CPO serves as HUD's Senior Procurement Executive.

Contracts are awarded and managed by four principal offices within the Department: the Office of the Chief Procurement Officer (OCPO) in HUD Headquarters and the three Field Contracting Operations (FCOs) located in Philadelphia, PA, Atlanta, GA and Denver, CO. The FCOs have branches and staff located in other cities within their jurisdictions.

Contact information for OCPO and the FCOs is available on HUD's Internet contracting homepage at:

<http://www.hud.gov/offices/cpo/aboutcpo.cfm>

To find out which HUD contracting office serves your State, go to the following page and click on your State:

<http://www.hud.gov/offices/osdbu/guide/general.cfm#WhoAward>

What does HUD buy?

HUD contracts for a variety of services and supplies. Its contracting needs may vary significantly from headquarters to field offices.

○ Headquarters

Contracts and purchases awarded here primarily support Headquarters programs and operations. They include professional services such as research and evaluation studies, business process re-engineering and technical assistance to HUD funding recipients and logistical support services including building maintenance and supplies. They may also include logistical and technical support for the operation of the Department nationwide (e.g., information technology hardware, systems and services).

○ Field

The majority of HUD's field contracts and purchases support the field program operations of the Department's Office of Housing/Federal Housing Administration (FHA). The most common requirements are:

Property Management, Marketing and Sales

Under its Single Family Housing Real Estate Owned and Multifamily Property Disposition Programs, HUD manages, markets, and sells single and multifamily real estate properties such as single-family homes, apartment projects and nursing homes nationwide. Contracted services may include property management (e.g., on-site managers), general repairs and maintenance, rehabilitation, property marketing, sales closings, routine inspections, appraisals, foreclosures, security guard services, demolition and other related services (e.g., advertising, architectural/engineering design). They also may provide subcontracting opportunities (e.g., roofing, painting, paint removal, grounds keeping, snow removal, etc.).

FHA Mortgage Insurance Support Services

Contracted services for the FHA's Single and Multifamily Housing mortgage insurance programs may include: appraisals, field reviews of appraisals, architectural and compliance reviews, building inspections, mortgage credit analysis, mortgage insurance endorsement processing (including data entry), title service, underwriting analysis, construction cost analysis, construction inspections and review of owner financial statements and project occupancy. These services may be needed for both single and multifamily properties.

These contracts may provide opportunities for small businesses (see also HUD's Procurement Opportunity Programs on page 4).

Please note... Purchases of general supplies and services to support the operations of HUD's field offices normally **do not** provide any significant, broad, open market contracting opportunities. The vast majority of these purchases are made using simplified acquisition procedures with local vendors, through orders placed under existing contracts (e.g., via Federal Supply Schedules established under contracts with the U.S. General Services Administration), or via agreements with other Federal agencies.

How much did HUD spend on contracts in 2003?

During the Federal fiscal year 2003 (October 1, 2002 through September 30, 2003), HUD purchased just over \$1 billion worth of supplies and services for its own use (see Appendix I).

Was all that money spent on new contracts?

As is typically the case, a large portion of the 2003 dollars was used to place task and delivery orders under existing contracts and to exercise options to contracts. The number of new contracts awarded may vary widely from year to year depending on the existence of contracts to meet HUD's needs. When HUD has an ample number of current contracts available to meet its needs, relatively few new contracts may be awarded. When new needs arise or old contracts expire, more new awards will be made, and opportunities to compete for HUD's business will be greater.

HUD also purchases a significant amount of supplies and services from General Services Administration (GSA) schedule contracts (See the section "For More Information").

What contracting opportunities are there with organizations that receive HUD financial assistance?

HUD provides substantial amounts of financial assistance to State and local governments and nonprofit organizations for a variety of purposes such as modernizing public housing and renovating urban areas. HUD's funding recipients, in turn, use a significant portion of these funds to contract directly for supplies, services and construction to help them carry out their projects. These procurements may offer considerable contracting opportunities in general and often provide significant opportunities for participation by small, small disadvantaged and women-owned small businesses.

How does HUD find Contractors?

HUD does not maintain "bidders mailing lists." Instead, the Department posts new solicitations for contracts and notices of purchases expected to exceed \$25,000 on its Internet Contracting Opportunities page:

<http://www.hud.gov/offices/cpo/contract.cfm>

Businesses can browse the current solicitations and download any of the complete solicitations they choose. We think this is a faster, less costly way to tell you about our opportunities. It also lets you decide which contracts you wish to compete for and reduces the risk of your missing out on any competition. Please note that HUD also lists prime contracts with potential subcontracting opportunities on this website.

HUD's Procurement Opportunity Programs

What are Procurement Opportunity Programs?

The Procurement Opportunity Programs (POP) provide direct HUD contracting and subcontracting opportunities to businesses and organizations which are eligible for preferential treatment under a variety of Federal laws, Executive Orders, etc. (e.g., the Small Business Act). Eligible organizations include: small, small disadvantaged, women-owned, historically underutilized business zone (HUBZone), veteran-owned, and service disabled veteran-owned small businesses. The POPs also provide a means for establishing and monitoring HUD's annual goals for the participation of other eligible small businesses in its direct procurement of supplies and services and to report HUD's performance to the U.S. Small Business Administration (SBA).

HUD's Office of Small and Disadvantaged Business Utilization (OSDBU), created in response to Public Law 95-507 (the Amendments to the Small Business Act of 1958), is responsible for the development and administration of the POPs. For further information about the POPs you may contact the OSDBU directly (see Appendix II). A brief description of each of the current POPs follows.

Small Business Set-Aside Program (see also Federal Acquisition Regulation (FAR), Subpart 19.5) Section 15 of the Small Business Act, as amended, requires the Federal Government to reserve a fair proportion of its total purchases and contracts for property and services for small business concerns. The Government does this by reserving or "setting aside," entire procurements or parts of procurements for small businesses. This does not guarantee that any particular small business will receive a contract. It means that only small businesses may compete for the contract ("total small business set-aside") or the reserved portion ("partial small business set-aside").

The Small Business Act also requires the Government to buy goods and services at competitive, fair market prices. Therefore, contracts are set aside only when at least two qualified small businesses are expected to submit offers that are competitive in terms of market prices, quality and delivery. In this context, "market price" means a price based on reasonable costs under normal competitive conditions, and not lowest possible cost (FAR 19.001).

The SBA establishes size standards defining small businesses on an industry-by-industry basis. They are defined by dollar volume of sales, number of employees or a combination of these factors. Size standards are published in FAR Subpart 19.1 and are also available online at SBA's Internet site (see page 8). The size standard is particular to the supplies or services being procured, e.g., it varies by procurement.

Small Business Subcontracting Program (see also FAR Subpart 19.7)

Section 211 of Public Law 95-507 requires that the successful offeror or bidder on contracts valued at \$500,000 or more (\$1 million for construction of public facilities) must submit to the awarding agency an acceptable subcontracting plan that sets percentage and dollar goals for the award of subcontracts to small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. **(NOTE: Small business concerns receiving prime contracts are exempt from this requirement.)** The plan must be submitted and accepted before the contract may be awarded. Appropriate HUD staff (OSDBU and Contracting Officers) review all subcontracting plans submitted by prime contractors to ensure compliance with the requirements of Section 211. In addition, FAR 19.702 requires, "Any contractor receiving a contract for more than the simplified acquisition threshold [\$100,000] must agree in the contract that small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns will have the maximum practicable opportunity to

participate in contract performance consistent with its efficient performance.”

Section 8(a) Program (see also FAR Subpart 19.8)

Section 8(a) of the Small Business Act authorizes the SBA to enter into contracts with other Federal government agencies to supply needed goods and services. The SBA in turn subcontracts the actual performance of the work to small businesses enrolled in the SBA's 8(a) Program. The goal of the 8(a) Program is to help eligible small disadvantaged firms become independently competitive for Federal contracts.

The selection of an 8(a) subcontractor may be made on a sole source or competitive basis. Contracts under \$3 million (\$5 million for construction contracts) are normally awarded on a sole source basis. Contracts in excess of \$3 million must be competed among 8(a) firms. HUD has executed a memorandum of understanding with the SBA, which allows it to directly award 8(a) contracts to 8(a) firms. This helps speed up the award of these contracts.

To be eligible for 8(a) Program participation, a small business must be at least 51 percent owned, controlled and daily operated by one or more socially and economically disadvantaged persons.

- **“Socially disadvantaged”** individuals are those who have been subject to racial or ethnic prejudice or cultural bias because of their identification as members of certain groups. Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans and Asian-Indian Americans have been officially designated as socially disadvantaged. Members of other groups must show proof of their socially disadvantaged status.
- **“Economically disadvantaged”** individuals are socially disadvantaged individuals (as defined above) whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities. Economically disadvantaged must be established for all applicants. The SBA determines eligibility on a case-by-case basis.

All applications for the 8(a) Program must be made directly to the SBA. If you are interested in the program, contact your nearest SBA office or a HUD Business Utilization Development Specialist (see Appendix II).

Women-Owned Small Business Program (see also FAR Subpart 19.9)

Executive Order 12138 (“National Women’s Business Enterprise Policy”) directs all Federal agencies to take action to strengthen women-owned business enterprise and to ensure full participation by women in the free enterprise system. The Executive Order does not permit HUD to set-aside procurements for women-owned businesses. HUD makes special efforts, though, to advise women business owners of

contracting opportunities and to encourage their participation in HUD procurements. The FAR requires Federal agencies to actively encourage their prime contractors to use women-owned small businesses as subcontractors. All contracts valued at \$100,000 or more include a clause, which requires the prime contractor to provide the maximum practicable opportunity to women-owned small businesses to compete for subcontracts.

A women-owned small business concern is defined as at least 51 percent owned by one or more women, or in the case of publicly owned businesses, at least 51 percent of the stock is owned by one or more women, and the management and daily operations of which are controlled by one or more women.

Small Disadvantaged Business Participation Program (See FAR Subparts 19.11 and 19.12)

HUD also encourages the award of prime contracts valued at \$100,000 or more to small disadvantaged business (SDB) concerns (other than certified 8(a) firms) that are at least 51 percent owned and controlled by socially and economically disadvantaged individuals. As a means of ensuring SDBs the maximum practicable opportunity to compete for and receive Federal contracts, small businesses certified as SDBs can receive a price preference (currently 10%) or evaluation credit when competing for certain procurements. The Department of Commerce determines which industrial categories are eligible for the SDB contract price preference and evaluation credits. Businesses seeking certification, as SDBs, should contact the SBA for more information.

Historically Underutilized Business Zone (HUBZone) Program (See FAR Subpart 19.13)

Created by the HUBZone Act of 1997, Title VI of Public Law 105135, this program provides Federal contracting opportunities for certain qualified small business concerns located in economically distressed communities. The goal of the HUBZone Program is to provide federal contracting assistance for qualified small business concerns located in HUBZone areas in order to increase employment opportunities, stimulate capital investments in those areas, and empower communities through economic leveraging. HUBZone areas are determined by various census data. To qualify as a HUBZone business, the business must be small, owned by a US citizen and have its principal office located in a HUBZone. At least 35% of the employees must reside in a HUBZone. The SBA formally certifies firms as HUBZone businesses. HUBZone businesses can receive sole-source or set-aside federal contracts, or receive a price preference up to 10% when competing for full and open competition procurements. In addition to the Government-wide prime contracting goals established by the SBA, HUD establishes annual goals for subcontracting with HUBZone businesses.

Veteran-Owned Small Business Program

In accordance with Title V of Public Law 106-50, the Veterans Entrepreneurship and Small Business Development Act of 1999, HUD establishes annual Departmental goals for prime contracts with small businesses owned and controlled by service-disabled veterans. HUD also establishes annual goals for subcontracting by its prime contractors with veteran-owned and service-disabled veteran-owned small businesses.

Minority Business Enterprise (MBE) Programs

In accordance with Executive Orders 12432, "Minority Business Enterprise Development," and 11625, "National Program for Minority Business Enterprise," OSDBU is charged with overseeing the implementation of voluntary compliance programs to stimulate MBE participation in procurement and assistance programs. OSDBU provides advice and recommendations to the Secretary of HUD on MBE activities, prepares, monitors and evaluates the Department's Annual Minority Business Development Plan and reports MBE program performance to the Minority Business Development Agency (MBDA) of the Department of Commerce.

Minority-Owned Media

HUD is committed to the use of minority-owned media to the extent practical and cost effective. The Department buys advertising for HUD's programs (e.g., Fair Housing billboard displays, Housing's Real Estate Owned property sales and Section 202 Housing for the Elderly). The total expenditures for advertising under these activities and the portion of total dollars spent with the minority media is reported semi-annually to OSDBU. OSDBU is responsible for monitoring HUD's procurement of minority media services.

More Information on HUD's Programs, and Contracting and Subcontracting Opportunities

HUD's Internet Homepage

Like most of the business community, HUD is moving quickly to do more business electronically via the Internet. HUD's Headquarters and field offices now have homepages where you can find general information about HUD and its programs. The main homepage is located at:

<http://www.hud.gov>

Within its main homepage, HUD also has a Contracting homepage located at:

<http://www.hud.gov/offices/cpo/index.cfm>

The Contracting homepage includes:

- Current open solicitations for bids and proposals for new HUD contracts (and any amendments). The solicitations can be downloaded directly from the homepage saving you considerable time.
- A list of prime contracts that may present significant subcontracting opportunities.
- Contact names and phone numbers within the Office of the Chief Procurement Officer (OCPO) for information on HUD contracting and contracting opportunities (See Appendix III).
- A small business assistance site that includes a schedule of upcoming small business conferences and fairs and the names and addresses of HUD's Business Utilization Development Specialists (BUDS).
- Links to many useful sources of information about Federal contracting.

HUD Staff

- **Program Offices** (e.g., Office of Housing, Public Housing, Administration, etc.) are good sources of information concerning HUD's programs and their funding recipients (e.g., Public Housing Agencies). Office addresses and phone numbers are available through HUD's Internet Homepage (see above).
- **OSDBU** helps small businesses understand HUD's operations and needs and will direct you to appropriate sources of information. The office is available to give direct advice, as needed. OSDBU also participates in government/industry conferences to assist small and small disadvantaged businesses and sponsors seminars and presentations at appropriate trade shows and business conferences. See Appendix II for OSDBU's staff, address and phone number or visit OSDBU's internet page at:

<http://www.hud.gov/smallbusiness>

OSDBU Outreach

OSDBU offers various opportunities for small and large businesses to meet with staff one-on-one or in a group setting to discuss business opportunities and other subjects related to HUD's small business contracting and subcontracting activities. Businesses are encouraged to meet with OSDBU at the following:

Director's Large Business Open House

On Wednesdays, the OSDBU Director and a Business Utilization Development Specialist (BUDS) meet with large business prime contractors to discuss HUD's current subcontracting policies and other topics of interest (e.g., contractor goal statement, preparing and submitting subcontracting reports (Standard Forms 294 and 295) submissions, and how OSDBU can assist prime contractors in finding small business subcontractors). Call (202) 708-1428 to schedule a 20-minute appointment.

Director's Small Business Open House

On Thursdays, the OSDBU Director meets with small businesses to learn about their products and services and introduces them to a "BUDS" (see BUDS Appointments below), who will help them identify opportunities at HUD. Call (202) 708-1428 to schedule a 20-minute appointment.

Business Utilization Development Specialist Appointments

BUDS meet with small businesses to discuss HUD's contracting and subcontracting opportunities (including the types of products and services that HUD purchases). Also, BUDS can provide mentoring for business strategies and identify contracting opportunities through the Forecast of Contracting Opportunities and subcontracting opportunities through HUD's prime contractors. Call (202) 708-1428 to schedule an appointment.

Information Technology (IT) Orientation Sessions

The IT BUDS holds monthly, two-hour orientation sessions for small businesses interested in IT contracting opportunities with HUD. The orientation, aimed at businesses that are new to HUD, focuses on the opportunities available and provides instruction on how to compete effectively for contracts. Call (202) 708-1428 to reserve a space in the next orientation session.

Conference Calls

If you are unable to meet with the OSDBU in Washington, D.C. call us to setup a conference call. It is just like a Business Utilization Development Specialist Appointment but it is conducted over the telephone. Call (202) 708-1428 to schedule a conference call.

Outreach Events

HUD participates in many expos, conferences and trade fairs, which may be of interest to the small business community. The OSDBU or the local HUD office attends these events to discuss how to do business with HUD and potential contracting opportunities. Go to the OSDBU homepage www.hud.gov/smallbusiness to find out when we are coming to a city near you.

Other Sources of Information

Federal Business Opportunities (FedBizOpps)

FedBizOpps is the single on-line point-of-entry for Federal government procurement opportunities over \$25,000. Government buyers (e.g., HUD) are able to publicize their business opportunities by posting information directly to FedBizOpps via the Internet. Businesses can search, monitor, and retrieve all Federal contracting opportunities via a single Internet site. With few exceptions, HUD publishes notices of upcoming solicitations for new contracts and purchases over \$25,000 in FedBizOpps. (NOTE: HUD also posts the same opportunities to its own Contracting Opportunities web page.) HUD also publishes notices of contract awards that have subcontracting opportunities. FedBizOpps website address is:

<http://www.fedbizopps.gov>

The U.S. Small Business Administration (SBA)

The SBA offers a wide variety of services and assistance to small and small disadvantaged businesses. Government contracting offices work closely with the SBA in seeking small business suppliers. Local SBA offices can direct firms to agencies that purchase products they offer. Also, the SBA can provide names and addresses of prospective military and civilian agency customers. Information about the SBA's programs and services is readily available from its Internet homepage at:

<http://www.sba.gov>

The SBA posts small business size standards at:

<http://www.sba.gov/size/>

HUBZone information is available at:

<http://www.sba.gov/hubzone>

The SBA also maintains PRO-Net, an online contractor registration that includes access to FedBizOpps, Federal agency homepages and sources of procurement opportunities. Participating firms can update their own profiles, link their homepages to their profiles and receive and ask questions about procurement opportunities. To register and/or learn more about PRO-Net, access its Internet site at:

<http://www.pro-net.sba.gov/>

General Services Administration (GSA) Small Business Centers

The GSA is the largest civilian Federal agency buyer of general supplies and services. It provides operational supplies and services to the civilian Federal agencies through its Federal Supply Service. Independent contractors furnish most of these supplies and services. The GSA Small Business Centers provide advice to small businesses about GSA's contracting opportunities. While these opportunities are not reserved exclusively for small disadvantaged businesses, they represent an important government resource available to them. Interested business concerns should contact their local GSA regional or area office for more information, or visit GSA's website at:

<http://www.gsa.gov/>

Federal Supply Schedule (FSS)

GSA awards contracts for a wide variety of supplies and services. Other Federal agencies may then order needed supplies and services directly from those contractors. GSA normally awards multiple contracts for each category of supplies or services. The FSS homepage is located at:

<http://www.fss.gsa.gov>

Defense Logistics Agency (DLA)

The DLA provides supplies to the U.S. military services. The DLA has numerous contracting offices that buy more than 4 million different items - everything from food to fuel. You can find out more about DLA's contracting opportunities by locating the Office of Small and Disadvantaged Business Utilization website at the DLA Internet homepage at:

<http://www.dla.mil/>

The "Federal Acquisition Jumpstation"

This Internet site provides links to many of the Federal Government's contracting sites. If HUD doesn't contract for the services or products your company sells, another Federal Government agency probably does. This is where you can find many of their homepages. The Jumpstation's address is:

<http://nais.nasa.gov/fedproc/home.html>

Local governments and HUD funding recipients

Including cities, counties, Public and Indian Housing agencies and authorities, private property developers and owners receiving HUD mortgage insurance, etc. At present there is no comprehensive listing of these organizations. The best way to learn of potential contracting or subcontracting opportunities is through HUD program staff or HUD's Internet Homepage.

**HUD'S CONTRACT OBLIGATIONS
FISCAL YEARS 2001 - 2003
BY PROGRAM OFFICE**

Total Obligations by Program Office			
HUD OFFICES	2001*	2002	2003
Headquarters			
Administration	\$ 25,427,067	\$ 35,724,281	\$ 21,904,918
Chief Information Officer (CIO)	263,420,690	250,833,162	229,628,844
Community Planning and Development (CPD)	26,155,923	14,260,737	10,710,273
Government National Mortgage Association "Ginnie Mae" (GNMA)	39,556,439	43,961,157	58,785,896
Fair Housing and Equal Opportunity (FHEO)	1,954,726	4,030,378	4,039,642
Housing	68,821,415	94,297,368	178,403,033
Office of Healthy Homes and Lead Hazard (OHH/LH)	25,279,529	2,725,739	4,317,030
Public and Indian Housing (PIH)	30,833,367	32,660,753	9,671,150
Policy Development and Research (PD&R)	26,973,294	25,247,932	18,873,580
Real Estate Assessment Center (REAC)	44,556,825	24,432,115	23,150,370
All Others	9,827,443	3,886,028	8,032,209
Total Contracts	\$ 562,806,718	\$ 532,059,650	\$ 567,516,945
Interagency Agreements	61,115,038	71,266,115	79,396,172
Simplified Acquisitions	26,234,346	15,998,192	10,428,624
Total HQ	\$ 650,156,102	\$ 619,323,957	\$ 657,341,741
Field			
Contracts	\$ 297,148,559	\$ 404,943,323	\$ 418,703,721
Interagency Agreements	2,244,781	3,899,073	5,150,584
Simplified Acquisitions	10,127,486	16,204,455	19,294,797
Total Field	\$ 309,520,826	\$ 425,046,851	\$ 443,149,102
TOTAL HUD	\$ 959,676,928	\$ 1,044,370,808	\$ 1,100,490,843

* Prior to 2002, Interagency Agreement (IAA) obligations were included in the corresponding Headquarters Program Office figures. Now Headquarters IAAs are listed as a separate line item resulting in the restatement of 2001 obligation amounts to enable a comparison to 2002 and 2003.

Appendix II

HUD'S OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION (OSDBU)

For Headquarters contracting opportunities and sub-contracting with small businesses please contact:

U.S. Department of Housing and Urban Development
Office of Small and Disadvantaged Business Utilization
451 Seventh Street, Room 3130 (SS)
Washington, DC 20410-1000
Telephone: (202) 708-1428
Fax: (202) 708-7642

Hearing or speech impaired individuals may reach us via TTY by calling the toll-free
Federal Information Relay Service at (800) 877-8339.

Valerie Hayes, Acting Director _____ Valerie_T._Hayes@hud.gov

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Focus: OSDBU IT Orientation Session Coordinator

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Senior Business Utilization Development Specialist _____ Arnette_S._McGill@hud.gov
Focus: 8(a) Businesses, Native American-Owned Businesses, 720/CMRB Principal Review and Subcontracting Plan Review

Shania Profater, Information Receptionist _____ Shania_P._Profater@hud.gov

Ozema Moore
Senior Business Utilization Development Specialist _____ Ozema_Moore@hud.gov
Focus: Information Technology Businesses, Security Businesses and Veteran-Owned Businesses

Judith Stackhouse, Staff Specialist _____ Judith_M._Stackhouse@hud.gov
Focus: Conference Coordinator

**HUD's Field Contracting Operations
Small Business Specialists**

For HUD's Field contracting opportunities, please contact:

Philadelphia Contracting Operations
(Northeast/Midwest U.S.)

Pat McQuoid

U.S. Department of Housing
and Urban Development
The Wanamaker Building
100 Penn Square East
Philadelphia, PA 19107-3380
Voice: (215) 656-0674, x3300
Fax: (215) 656-3453
E-mail: Pat_McQuoid@hud.gov

Atlanta Contracting Operations
(Southeast/Southwest U.S.)

Kimberlee Satterfield

U.S. Department of Housing
and Urban Development
Georgia State Office
40 Marietta Street, 15th Floor
Atlanta, GA 30303-2806
Voice: (404) 331-5001, x2574
Fax: (404) 730-3426
E-mail: Kimberlee_L._Satterfield@hud.gov

Denver Contracting Operations
(Western U.S./Alaska/Hawaii)

Nancy Royce

U.S. Department of Housing
and Urban Development
Colorado State Office
633 17th Street, (8AAC)
Denver, CO 80202-3607
Voice: (303) 672-5281 x1812
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